

THE PUBLIC SERVICE SECTOR EDUCATION TRAINING AUTHORITY

Terms of Reference

**APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT ORGANIZATIONAL
STRUCTURE REVIEW DESIGN AND COMPILE A WORK STUDY REPORT TO IMPROVE
EFFICIENCIES, PERFORMANCE AND SERVICE DELIVERY.**

RFP NUMBER.....

CLOSING DATE:



1. INTRODUCTION

- 1.1. Prospective Service Providers are invited to submit a quotation with a detailed proposal to conduct an Organisational Design Process. The purpose is to have a service provider that will undertake an organisational redesign process to assist PSETA to review and transform the structure, systems and processes to improve efficiency, effectiveness and sustainability aligned to the PSETA's mandate and Strategic objectives.

2. OBJECTIVES OF THE ASSIGNMENT

- 2.1. **To improve the organisational efficiency:** Streamline processes and eliminate unnecessary bureaucracy to improve productivity and reduce cost.
- 2.2. **To enhance effectiveness:** Align the organisation's structure and systems to better achieve its strategic objectives.
- 2.3. **Increase sustainability:** Ensure the organisation's long-term viability by improving its ability to adapt to changing circumstance
- 2.4. Provide a *governance framework* for the review of the Organisational Structure.
- 2.5. Describe the Plan of action needed to implement the Organisational Structure review in order to give administrative effect to the strategic priorities of the entity, and to ensure alignment of the Organisational Structure to the mandate and other legislative prescripts.
- 2.6. In addition, it sets out the roles and functions of the primary stakeholders, role players governing and contributing to the roll-out of the Project.

3. SCOPE OF WORK

The scope of work covers the following:

The successful service provider will undertake a scientific evaluation of the PSETA and specifically do the following:

- 3.1. Conduct Organisational Structure review and redesign for PSETA including divisions, roles and responsibilities and compile a work-study report.
- 3.2. Map and streamline PSETA's Business Processes to e inefficiencies and improve productivity;
- 3.3. Assess and recommend improvements to systems and technology to support PSETA's organisational goals; and

- 3.4. Develop a change management plan in line with the PSETA policies to ensure smooth transition to the new organisational structure
- 3.5. Align the organisational structure to the PSETA's Constitutional and Legislative Mandates, Government's Strategic Priorities, Strategy and thus fit for purpose and cost-effective organisational structure. The review process should include but not limited to:
 - 3.5.1. Examining and Understanding the Strategic Plan and objectives of the organisation including all supporting related documentation such as job profiles and alike.
 - 3.5.2. Examining and understanding the legislation governing the organisation.
 - 3.5.3. Examining and understanding the business processes.
 - 3.5.4. Considering system automation on identified business processes.
 - 3.5.5. Developing a Service Delivery Model.
 - 3.5.6. Determining the ideal structure to fulfil the strategic objectives.
 - 3.5.7. Holding consultation meetings with management and organised labour.
 - 3.5.8. Holding feedback meetings with staff.
- 3.6. The review exercise broad areas of work are as follows:
 - 3.6.1. Phase 1: Diagnostic.
 - 3.6.2. Phase 2: Determine organizational requirements.
 - 3.6.3. Phase 3: Design a functional structure.
 - 3.6.4. Phase 4: Determine staff establishment requirements and the costing thereof.
 - 3.6.5. Phase 5: Completion of the full business case for consideration by the AA and consultation with the PSETA Executives.
 - 3.12. Phase 6: Implementation phase.
 - 3.13. Phase 7: Monitoring and evaluating the success of the adjusted or new Organizational structure.

NB: 3.6. above is not exhaustive and Service providers are expected to expand on it based on their experience and expertise to ensure the smooth implementation of the deliverables

4. Project Deliverables

- 4.1. **Organisational Redesign Report** – A comprehensive Report outlining the recommended organisational design to be presented to key stakeholders.
- 4.2. **Implimentation Plan-** A detailed plan for implementing the new organisational design, including timelines, milestones and resource requirement.
- 4.3. **Change Management plan-** A plan to manage the transition to the new organisational design, including communication, training and support.
- 4.4. One or more of the following may be expected as outcomes of the project;
 - 4.4.1. Transferring a function to another division.
 - 4.4.2. Merging of functions and posts thereafter.
 - 4.4.3. Renaming of divisions, functions and posts thereafter.
 - 4.4.4. Confirmation of appropriate designations of employees to reflect functions and responsibilities associated with modern and functional organisation including growth of employees within the organisation.

5. COMPETENCIES AND SKILLS SET REQUIRED

The service provider should have the following attributes:

- 5.1. An excellent and proven track record in Conducting Organisational Structure Redesign with a project team that is highly skilled and dedicated to the project.
- 5.2. Including but not limited to a Project Manager, Business Analyst, organisational Design specialist and Change Management Specialist.
- 5.3. Demonstrate skills to conduct organisational design, data analysis, process mapping, change management and excellent communication & presentation skills.
- 5.4. Reference letters indicating full details of work done in the past 5 years. organisations delivered the similar services.

6. TIME FRAME

- 6.1. **Project timeline-** The duration of the services will be for the period starting the project and to the end, for a period not exceeding 8 months.
- 6.2. **Milestones** – the project will include specific milestones, including but not limited to completion of stakeholder engagement, process mapping, benchmarking, analysis and recommendations for a new organisational design, reduced into a report and the implementation of the new organisational design. Furthermore,

7. PROPOSAL EVALUATION AND APPOINTMENT OF SERVICE PROVIDER

- 7.1. The proposals will be evaluated on the 80/20 principle with 80 points being allocated for price and 20 points allocated for specific goals once the minimum functionality criteria are met. The evaluation will be based on:

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Phase 1: Functionality Evaluation		
Phase 2: Preferential Point System		Points
Price		80
Special goals		20
Black owned company	8	
Women	4	
Youth	5	
Disability	3	
Total		100

PHASE 1 – FUNCTIONALITY EVALUATION

Bids must meet the minimum eligibility criteria in respect of functionality of 75 points out of 100 points that will be awarded for functionality before they are considered further. Any bid that does not meet the minimum eligibility threshold will be automatically disqualified. The functionality criteria together with the maximum points to be awarded are set out below.

Domain	Evaluation Method	Criteria	Weight
1. Knowledge and experience of Organisational Structure Redesign and Review from the project leader	<p>The project leader must have:</p> <ul style="list-style-type: none"> Relevant experience of the Organisational Structure Redesign and Review. The resource to be deployed to PSETA should have a minimum of 3 – 5 years' experience in conducting the Organisational Structure Redesign and Review. Please provide a comprehensive curriculum vitae (CV) indicating the required experience. Qualifications: Work Study Investigation, Industrial Psychology, Human Resources Management, B Admin. 	<ul style="list-style-type: none"> 1= No submission of CV and/ or certified copies of qualifications 2= CV, Certified copies of qualifications and 1 years' experience 3 = CV, Certified copies of qualifications and 2- 3 years' experience. 4 = CV, Certified copies of qualifications and 3-4 years' experience. 5 = CV, Certified copies of qualifications and 5 years and above experience. 	40
2. Knowledge and experience of team members	<p>The team members must have:</p> <ul style="list-style-type: none"> Relevant experience of team member: The resource to be 	<ul style="list-style-type: none"> 1= No submission of CV and/ or certified copies of qualifications 	30

Domain	Evaluation Method	Criteria	Weight
	<p>deployed to PSETA should have a minimum of 5 - 10 years' experience in Organisational Structure Redesign and Review.</p> <ul style="list-style-type: none"> • Please provide a comprehensive curriculum vitae (CV) indicating the required experience. • Qualifications: Work Study Investigation, Industrial Psychology, Human Resources Management, B Admin 	<ul style="list-style-type: none"> • 2= CV, Certified copies of qualifications and 1 years' experience • 3 = CV, Certified copies of qualifications and 2- 3 years' experience. • 4 = CV, Certified copies of qualifications and 3-4 years' experience. • 5 = CV, Certified copies of qualifications and 5 years and above experience. 	
3. References Traceable references of clients where projects of similar nature were conducted.	<p>Reference letters as evidence of previous work done conducted.</p> <p>(NB: <i>The Reference Letter(s) must be in the letterhead of the previously serviced organisation and should reflect at least name of the organisation, title of the study, year conducted, year completed,</i></p>	<ul style="list-style-type: none"> • 1 = No reference letter provided of work previously done. • 2 = 1 to 2 reference letters of work previously done • 3 = 3 reference letters of work previously done • 4 = 4 reference letters of work previously done. 	15

Domain	Evaluation Method	Criteria	Weight
	<i>contactable reference name and contact details)</i> Reference letters must be on a letterhead, signed by the CEO/Head and dated.	<ul style="list-style-type: none"> 5 = 5 or more reference letters work previously done. 	
4. Readiness to implement and complete the Organisational Structure Redesign and Review within the required timeframes	Clear implementation plan with a Gantt chart and timelines of the Organisational Structure Redesign and Review project at each stage.	<ul style="list-style-type: none"> 1 = No submission of implementation plan with a Gantt chart 2 = Implementation plan with a Gantt chart and timelines of the project not detailed. 3 = Implementation plan with a Gantt chart and timelines of the project that is realistic and covering most stages of the project. 4 = Implementation plan with a Gantt chart and timelines of the project that is realistic and 	15

Domain	Evaluation Method	Criteria	Weight
		covering all areas but not in depth. • 5 = Implementation plan with a Gantt chart and timelines of the project that is realistic, detailed, with all areas of the project plan covered in-depth.	
Total			100

8 FORMAT OF THE BID SUBMISSION

- 8.1. Proposals must be submitted in physical copies: three (3) hard copies, comprising one (1) original and two (2) copies (replica of the original proposal).
- 8.2. Company profile indicating all the requirements as per the evaluation criteria
- 8.3. Track record and experience
- 8.4. Submission of all applicable documents as indicated below:
 - Certified copy of doctor's certification with medical practice number.
 - Certified copies of the director's ID's document(in order claim points for disability as per SBD 6.1)
 - Certified copy of BB-BEE certificate or sworn affidavit
 - Valid Tax compliance status (TCS) PIN or proof of exemption from SARS;
 - Copy of the registration document of the organisation (CIPC);
 - Copy of the Central Supplier Database registration.

9 IMPORTANT MANDATORY INFORMATION FOR BIDDERS

- 9.1. All Standard Bidding documents (SBD) documents must be completed and signed.
 - SBD 1 (All sections must be fully completed)
 - SBD 4 (All sections must be fully completed)

- SBD 6.1(All sections must be fully completed)
- Proof of registration on Central Supplier Database.
- General Conditions of Contract (All pages must be signed or initialled)

NB: Please note that failure to submit documents requested on section 9 will render the proposal disqualified.

Bid applications must be submitted to:

Ms Lungile Mokoena via email on lungilem@pseta.org.za

Please direct all queries to **Ms Lungile Mokoena**

Carleb Nxumalo

